



# CONDUCT OF OPERATIONS COURSE

**Lesson Title:** Operations Management

**References:** (a) DOE 5480.19, Conduct of Operations Requirements  
for DOE Facilities  
Chapter 1 Operations Organization & Administration  
(O&A)  
Chapter 5 Control of On-Shift Training  
Chapter 14 Required Reading  
Chapter 15 Orders to Operators

**Objective:** Upon completion of this lesson:

1. Understand the requirements of DOE 5480.19 regarding management and administration at DOE facilities and associated impact on the safety and efficiency of operations. (1.b)
2. Discuss the purpose and describe the roles and responsibilities of the technical manager in implementing DOE 5480.19, Conduct of Operations Requirements for DOE facilities. (2.a)
3. Discuss the concept of "graded approach" and how it applies to the implementation of conduct of operations. (2.j)
4. Refer to a copy of DOE 5480.19 and locate applicable guidelines and requirements for specific activities. (1.a)

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## I: Overview

**A. Management Responsibilities:** To improve quality and uniformity of operations through the following methods:

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**B.** In order to fulfill these responsibilities facility management should perform the following:

- Use the Order and Attachment I in the review and development of existing and proposed directives, plans, or procedures relating to the conduct of operations.
  - Use a graded approach in the application of the guidelines provided in Attachment I to assure that the depth of detail required and the magnitude of resources expended for operations are commensurate with each facility's programmatic importance and potential ES&H impact.
  - Document conformance with the requirements of the Order. As a minimum, a document (e.g. a matrix) shall be prepared in coordination with the Head of the Field Element and the cognizant Program Secretarial Official(s) that:
    - 1)
    - 2)
    - 3)
  - The Graded Approach Matrix is:
    - 1)
    - 2)
    - 3)
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## II. Guidelines

**A. Operations O&A:** establishes the guidelines for publishing written standards, optimizing use of resources, measuring performance, and instituting expectations in the facility.

- Operations Policies:
  
- Resources:
  
- Monitoring of Operating Performance: Operating activities are monitored so that problems can be documented and analyzed, and corrective actions can be implemented.
  
- Safety, Environment, and Operating goals are used as a management tool for improving performance and for measuring effectiveness in areas such as:
  - 1)
  - 2)
  - 3)
  - 4)
  - 5)

Goals are:

- 1)
  - 2)
  - 3)
  - 4)
  - 5)
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Inspections, audits, reviews, investigations, surveillance, and self-assessments of operating activities are performed to evaluate a facility's ability to meet its goals and to identify areas for improvement.

- Accountability:

- Management Training:

- Planning for Safety:

**B. Orders to Operators:** Provides a channel for management to communicate short term information and administration to operations personnel. This information tends to be “real time” and is related directly to the operation of the facility.

- Content and Format:

- Issuing, Segregating, and Reviewing Orders:

- Removal of Orders:
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**C. Required Reading:** Provides a channel for management to communicate important information related to operator job assignments and keep personnel informed of current facility activities. Includes: professional development, lessons learned, facility activities, or other pertinent matters.

- File Index:
  
  
  
  
  
  
  
  
  
  
- Reading Assignments:
  
  
  
  
  
  
  
  
  
  
- Required Dates for Completion of Reading:
  
  
  
  
  
  
  
  
  
  
- Documentation:
  
  
  
  
  
  
  
  
  
  
- Review:

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**D. Control of On-shift Training:** Ensure on-shift training is effectively and safely conducted.

- Adherence to Training Programs:
- On-shift Instructor Qualification:
- Qualified Operator Supervision and Control of Trainees:
- Operator Qualification Program Approval:
- Training Documentation:
- Suspension of Training:
- Maximum Number of Trainees:

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## **II: CONOPS Review**

You are the operations supervisor at a DOE facility. A member of your staff recently conducted an assessment of operations. She submitted a report with several deficiencies, but forgot to identify what requirements were not being met. Below is the list of deficiencies. For each deficiency, identify what Order requirement(s) are not being met.

### **DEFICIENCY 1:**

Operating goals are not used as a management tool for improving operating performance. The operations manager does not publish operating goals, performance indicators, etc. for use by operators and foremen.

### **DEFICIENCY 2:**

Roles and responsibilities are not clearly defined. Position descriptions do not accurately reflect the current duties of operations personnel. This results in certain necessary activities not being accomplished.

### **DEFICIENCY 3:**

There is no requirement for shift supervisors to have management or supervisory training. Two of three shift supervisors have not had supervisory training.

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**DEFICIENCY 4:**

Supervisory tours are not effectively identifying operational problems. There were examples of improperly installed scaffolding and ladders, loose tools lying at old job sites, and rusted pipes and valve carcasses stuffed behind equipment.

**DEFICIENCY 5:**

Facility guidance which describes safety planning requirements for all operational activities does not exist.

**DEFICIENCY 6:**

Facility supervisors and operators are not aware of required reading requirements. They could not respond whether the program existed in their area.

**DEFICIENCY 7:**

The Required Reading file is not being periodically reviewed to ensure that all Power Plant personnel complete the reading by a designated date. Additionally, material that has been read by Power Plant personnel is not being removed on a regular basis and as a result the reading file is comprised of old and sometimes out of date information.

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**DEFICIENCY 8:**

There is not a system in place to ensure that operators have read procedure revisions contained in the required reading file prior to using the procedures.

**DEFICIENCY 9:**

The system in place at the facility does not ensure that the operators receive the information in a timely manner. The operators are not required to review the shift orders prior to beginning their shift nor are they required to attend the briefing where the orders are discussed.

**DEFICIENCY 10:**

Shift orders are used to change or modify existing procedures.

**DEFICIENCY 11:**

A review process for standing orders has not been established. Only one of four standing orders has been initialed by facility personnel.

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**NOTES**